

# Organizational communication as an effort to improve managerial performance, quality of work-life and job satisfaction

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## ABSTRACT

This study's goal was to test performance variables for mediating the relationship between quality work-life (QWL) and job satisfaction. The population in this study was the entire village government in North Halmahera Regency. The purposive sampling technique was used because only the position of village head amounted to 121 respondents. The data was collected through surveys with questionnaires. The questionnaire instrument test used a validity test that is a factor analysis with a loading factor value of  $\geq 0.5$ , and a reliability test with a Cronbach alpha value of  $\geq 0.7$ . Hypothesis testing used regression and hierarchical regression. The result shows the following findings: both job satisfaction and managerial performance is affected by QWL positively and significantly; job satisfaction is positively and significantly influenced by managerial performance; and managerial performance can act as mediating variable on the relationship between QWL and job satisfaction. In conclusion, this study still has several limitations, especially regarding job satisfaction variables.

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## 1. Introduction

When quality of work-life (QWL) was first developed in the early 1970s, it was considered one of the determinants of achieving its goals [1]. QWL describes the broader work-related experiences that are unique to an individual [2]. QWL assessment as a value-based process is aimed at increasing organizational effectiveness and improving the quality of life of employees at work [3]. In addition, the QWL assessment represents an examination of the influence of work on the goodness and meaning of life, as well as the happiness and well-being of society [4]. This condition indicates that a good QWL will impact individual performance and satisfaction at work [5]. High performance will provide satisfaction for individuals and organizations [6]. Satisfaction that is felt certainly comes from work that has been completed in a timely manner. To achieve this, communication between leaders and subordinates is needed or vice versa, so that it will form communication at the organizational level that can encourage the achievement of organizational goals [7].

QWL is a predictor of performance and job satisfaction [8],[9]. Job satisfaction is also a predictor of performance [6]. However, the results showed inconsistencies between these variables. For example, Elmuti & Kathawala and May et al showed that the relationship between QWL and performance was positively significant while showing no relationship between these variables [10],

[11]. Furthermore, the study results found that QWL had a positive and significant effect on job satisfaction [12]. However, Asghari and Davoudi found that QWL had no influence on job satisfaction [13],[14]. Lastly, job satisfaction was positively and significantly affected by performance [15], [16], [17]. However, Wanous and Sheridan & Slocum Jr. found no relationship between the two variables [18],[19].

Based on the explanation above, it is clear that managerial performance variables can mediate the relationship between QWL and job satisfaction. Baron & Kenny also proposed that several variables can act as mediating variables if they had three different relationships (X to Y, X to M, and M to Y) [20]. So, this study aims to examine the mediating role of individual performance in the relationship between QWL and job satisfaction both directly and indirectly. In addition, research on QWL, job satisfaction, and managerial performance with a sample of managers is still rarely carried out. This study was conducted at the villages in the Government of North Halmahera Regency, North Maluku Province, so this study proposed two novelties, namely mediation testing and manager-level samples.

## **2. Theoretical Framework and Hypothesis Development**

### **2.1. Organizational Communication, Quality of Work Life, Managerial Performance and Job Satisfaction**

Roberts and O'Reilly revealed that conducting investigations about communication within organizations relies heavily on relevant theories to determine effective and efficient communication within organizations to help create quality of work life, managerial performance and job satisfaction [21]. To determine the correlation, researchers and management practitioners must be selective in their approach to communication within organizations. As a result, organizational theorists and managers have developed several "likelihood" models to help become more specific. The contingency model intends to respond to situations in organizations including individuals. This model can be considered suitable for increasing organizational effectiveness and quality of work life. Stoner describes the contingency approach to management assuming that, "the manager's task is to identify the techniques of situations, circumstances and times that will best contribute to the achievement of management objectives" [22]. One of these contingency approaches is the individual job design model, also known as the Job Characteristics Model – JCM [23]. JCM proposes that the match between the needs and the motivational characteristics of the work performed has an impact on increasing satisfaction and performance. The JCM model is also in accordance with the theory of hope-based motivation in general indicating that a person's satisfaction will be in line with the rewards generated by performance [24], [25]. Appropriate reward mechanisms or monetary rewards will lead to satisfaction. This further means that proper motivation must be in place to ensure good performance [26]. So, motivation should be given the same importance as job satisfaction and performance. Thus, high performance and satisfaction require strong managers in high job scopes. In addition, the theory of achievement motivation also emphasizes that a high QWL will have an impact on better performance [27], [28].

### **2.2. Quality of Working Life**

QWL is a term related to people's reactions to people who work, especially the results of individual work related to job satisfaction and mental health [29]. The concept of QWL reveals the importance of respect for humans in their work environment. The ideal QWL should address resources, activities and participation in the workplace [30]. QWL is the employee's perception of security, relative satisfaction, and opportunity to grow and develop as a human being in work environment. Further, QWL is intended to increase employee engagement, trust, and problem solving to increase job satisfaction and effectiveness in the organization [31]. QWL is also a combination of job satisfaction for employees and effective achievement of organizational goals [32]. In short, QWL promotes a work environment that is profitable and fulfills the needs of employees [33]. Thus the critical role of QWL is to change the working climate for the organization to technically and humanely lead towards better QWL [34].

### **2.3. Job Satisfaction**

Job satisfaction has the positive or negative impact on employee's attitude about some specific aspects of his or her job, and this is an individual's internal outlook. Akehurst *et al*, Perera *et al*

suggested that a person with high job satisfaction will like his job that feels treated appropriately and believes that work has many beneficial aspects [36],[17]. So, one will feel satisfied if there is no difference between what is desired and what is actually happened; on the contrary, if there is any difference between what is desired and what is happened in reality, one will feel dissatisfied and this of course will greatly determine the performance to be achieved. This is also supported by Judge *et al.* and Jalagat that the relationship between these two variables is positively significant [6],[26].

#### 2.4. Managerial Performance

Organizational performance can be seen from the performance of individuals who can be formed through four things, namely opportunity, capacity, ability, and motivation [37], [38], [39], [40]. For that, every manager must have the perfect performance to support subordinates and organizations' optimal performance [41]. Therefore, managerial performance is defined as the achievement of individuals in organizations [42]. In addition, managerial performance is also considered as a measure of the level of achievement possessed by managers in carrying out management functions [43], [44], [45]. In an organization, to carry out management functions, information is needed as material for making decisions, so that the ability of managers to obtain and use accurate information is important in the framework of decision making which can ultimately improve managerial performance [46], [42].

#### 2.5. Quality of Work Life and Job Satisfaction

QWL is increasingly important for companies [47]. Every company always tries to prioritize the job satisfaction of managers and subordinates [48]. High job satisfaction is expected to be in line with contributions to the company [49]. Danna & Griffin hypothesized that QWL has a positive impact on job satisfaction [50], and this is supported by the results of research by Pio & Tampi [32], and Pio [12]. Based on previous research, the proposed hypothesis is:

H1: QWL positively influences job satisfaction

#### 2.6. Quality of Work Life and Managerial Performance

QWL is a significant issue that deserves the attention of organizations [51]. This condition refers to the thought that QWL can increase the participation and contribution of members or employees to the organization [52]. Furthermore, previous research has shown that QWL has a positive and significant influence on performance. Therefore, based on the explanation above, the proposed hypothesis is:

H2: QWL positively influences managerial performance

#### 2.7. Managerial Performance and Job Satisfaction

Job satisfaction refers to the perceived satisfaction of the job itself [53]. Judge *et al.* suggested a positive and significant influence between job satisfaction and performance. Several research results also support this statement [6]. For example, Wanous, Sheridan & Slocum Jr, and Perera *et al.* found that job satisfaction is influenced by performance [18],[19],[17]. For this reason, the proposed hypothesis is:

H3: Managerial performance positively influences job satisfaction

#### 2.8. Mediation of Managerial Performance on the Relationship between Quality of Work Life and Job Satisfaction

Based on theories contingency, JCM and hope-based motivation and explanations related to previous research above (hypotheses 1, 2, and 3) [22] [23] [24],[25] [26]. Baron & Kenny revealed that managerial performance variables could mediate the relationship between quality of work-life and job satisfaction [20], so the proposed hypothesis is:

H4: Managerial performance mediates the relationship between QWL and job satisfaction

### 3. Method

The study was conducted in North Halmahera Regency in January-April 2021. The population in this study is the entire village government in North Halmahera Regency which amounted to 1,176 village apparatus. The samples in this current study were determined using the purposive sampling technique. The requirement used in this technique is that the sample involved is the one who

understands the most about organization at the village level. Roscoe et al. [35] explained that in social science research, the number of decent samples should range from 30 to 500 respondents, so that as many as 121 village heads were involved in this survey. Data in the study is primary data and collected through survey methods with questionnaires. The study also used validity and reliability tests with factor loading values of  $\geq 0.5$  and Cronbach alpha of  $\geq 0.7$  [55],[54]. Hypothesis 1, 2, and 3 were tested using simple regression refer to Hair *et al.* [38], and hypothesis 4 was tested using hierarchical regression refer to Baron & Kenny [20]. The data in this study were processed using SPSS IBM 23. Lastly, for the study questionnaire, the variables of working life refer to the questionnaire in Cascio with 3 question items [57]; the managerial performance questionnaire adapted from Hall and Chenhall with 9 item questions; and the job satisfaction questionnaire adapted from Brayfield & Rothe with five questions [58],[59],[60]. The three variables in the study used the Likert five scale, from significant disagreement to strongly agree.

#### 4. Results and Discussion

The results of the questionnaire spread showed that based on 196 questionnaires distributed, only 134 questionnaires were returned, and 121 questionnaires could be processed, so the response rate in this study was 61.73%. Furthermore, the characteristics of respondents in this study showed that overall, the respondents (village heads) in this study were 100% male. The ages of the village heads in the study ranged from 31-40 years old (76%) with the last level of education. Most of them were graduated from top-level advanced schools (98%), and most of them were married (81%). Furthermore, based on the characteristics of the respondents, especially the age of the village heads who were involved as samples in this study, it indicated that the age of the workforce was ideal [61], [62]. Regarding the position of village head, the majority of whom are high school graduates in this study have also met the minimum standards to apply for and work as village heads [63].

Table 1 shows that respondents perceive the quality of work-life at high levels (4.12). Similar to quality of work-life, managerial performance is also perceived at a high level (3.85). Respondents acknowledged that as village heads, they have been given the grant of authority from local government to manage the village. Respondents also recognized that their performance in terms of quantity, quality, effectiveness, and punctuality remained a priority in work. Furthermore, the correlation between variables also shows a value below 0.9, so it can be said that there are no multicollinearities [64].

**Table 1.** Descriptive Statistics and Correlations between Variables

Variable	Mean	Correlation between variables		
		Quality of Work-Life	Managerial Performance	Job Satisfaction
Quality of Work Life	4,12	1	-	-
Managerial Performance	3,85	0,606	1	-
Job Satisfaction	3,64	0,486	0,752	1

Source: processed data, 2021

Table 2 shows the validity and reliability test results for QWL, managerial performance, and job satisfaction variables. Overall, the question items that measured the variable have a loading factor value of more than 0.5 and a Cronbach alpha value of more than 0.7, thus indicating all three variables in the study could be concluded to be valid and reliable.

**Table 2.** Validity and Reliability Test Results

Factor	Factor 1	Factor 2	Factor 3	Cronbach Alpha
QWLf1	0,896			0,829
QWLf2	0,831			
QWLf3	0,863			
Man.Perform1		0,802		0,957
Man.Perform2		0,861		
Man.Perform3		0,851		
Man.Perform4		0,856		
Man.Perform5		0,826		
Man.Perform6		0,932		

Factor	Factor 1	Factor 2	Factor 3	Cronbach Alpha
Man.Perform7		0,864		
Man.Perform8		0,867		
Man.Perform9		0,911		
JSn1			0,700	
JSn2			0,602	
JSn3			0,791	0,777
JSn4			0,664	
JSn5			0,910	

Source: processed data, 2021

Table 3 shows the test result of hypotheses 1, 2, and 3. Hypothesis 1 indicates that job satisfaction is affected by quality of work-life positively and significantly ( $\beta = 0.505$ ,  $t = 6.063$ ,  $P < 0.05$ ). Hypothesis 2 also shows that managerial performance is positively affected by work-life quality ( $\beta = 0.547$ ,  $t = 8.301$ ,  $P < 0.05$ ). Similar to hypotheses 1 and 2, hypothesis 3 also shows job satisfaction is influenced by managerial performance positively and significantly ( $\beta = 0.655$ ,  $t = 12.456$ ,  $P < 0.05$ ).

**Table 3.** Hypothesis Testing Results

Variable	Job Satisfaction			Managerial Performance		
	B	t	Itself	B	t	Itself
Quality of Work Life	0,505	6,063	0,000	0,547	8,301	0,000
Managerial Performance	0,655	12,456	0,000	-	-	-

Source: processed data, 2021

The test result of hypothesis 4 in table 4 shows that managerial performance can mediate the relationship between QWL and job satisfaction. This result can be seen from the direct influence between QWL and job satisfaction of 0.505. When added managerial performance mediation variables, then the value rises to 0.863, so managerial performance can act as full mediation between QWL and job satisfaction, both directly and indirectly.

**Table 4.** Direct, Indirect, and Total Effect for Performance as Mediating Variable

Variable	Direct	Indirect	Total Effect
QWL – Performance	0,547	0,358	0,863
Performance – Job Satisfaction	0,655	–	–
QWL – Job Satisfaction	0,505	–	–

Source: processed data, 2021

The novelty proposed in this research is to examine the mediation of managerial performance in the relationship between QWL and job satisfaction in the context of village government, especially village heads. Based on the hypothesis proposed and after testing it was found that the results in this study were supported by the theory and results of previous studies in accordance with the research context. The discussion related to the four proposed hypotheses is discussed below.

The result of hypothesis testing in table 3 above shows that job satisfaction is positively and significantly affected by QWL. The results are also similar to the previous research that QWL has a positive and significant effect on job satisfaction [9], [31]. This result is also supported by contingency theory, namely in order to create a better quality of work life at work, a manager must be able to see the best conditions and time in the process of achieving the desired goals [22]. This results show that the increase in village head QWL (innovative reward system, work environment, and work restructuring) will be in line with perceived satisfaction [57], [60].

The result of hypothesis testing in table 3 shows that managerial performance is positively and significantly affected by QWL. This result is also supported by the theory of achievement motivation that employees with a very high need for achievement are more likely to respond to work, and vice versa. This can lead to better performance, engagement at work, and a greater sense of satisfaction [27], [28]. The results of this study are also the same as previous research that the relationship between QWL and performance is positively significant [10], [11]. The corresponding QWL will impact performance to foster the desire to keep working in the organization.



Hypothesis 3, based on test result, also shows that job satisfaction was affected by managerial performance positively and significantly. These results also confirm JCM theory as part of the contingency approach and hope-based motivation theory [22], [23], [25]. That one of the main requirements in improving individual performance that comes from job satisfaction is to provide rewards, so that individuals will be motivated to provide the best work results which will have an impact on increasing performance both individually and organizationally. These results are similar to the previous research that the relationship between performance and job satisfaction is positive and significant [12], [13], [14]. This indicates that good managerial performance such as quantity, quality, punctuality, independence, and effectiveness of his work will have a commensurate job satisfaction impact [42].

Mediation testing in table 4 shows that the managerial performance variable represents a full mediation on the relationship between QWL and job satisfaction. These results also confirm the contingency theory [22], theory of achievement motivation [27], [28] and JCM theory as part of the contingency approach and hope-based motivation theory [22], [23], [25]. This condition is happened because QWL has a direct effect on job satisfaction and managerial performance. Therefore, when the company can implement QWL well, it will improve performance and job satisfaction.

## 5. Conclusion

Three main contributions and their implications are generated by this research. First, this study provides new findings, namely managerial performance as a mediating variable for the relationship between QWL and job satisfaction in the context of village government, especially the village head. The results also contribute to the management and communication literature that to achieve communication in an ideal organization, village heads must pay attention to QWL, job satisfaction, and managerial performance. Second, in terms of age, research provides evidence that the productive age in the village ranges from 30-40 years. Third, the preliminary descriptive analysis shows a trend in the educational aspect indicating that there is no guarantee between higher and lower levels of education in managing village government.

From the results discussed above, conclusions are drawn as follows. First, job satisfaction is affected by QWL positively and significantly; second, managerial performance is affected by QWL positively and significantly; third, job satisfaction is positively and significantly influenced by managerial performance; and fourth, managerial performance can act as mediating variable directly and indirectly on the relationship between QWL and job satisfaction. Nevertheless, this study still has several limitations, especially regarding job satisfaction variables. Therefore, further research is suggested to be conducted to investigate the implications of both the intrinsic and extrinsic job satisfaction on the quality of life variables.

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